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19 July 1963

TO : Chief, Intelligence School
FROM : Chief, Intelligence Production Faculty
SUBJECT: Unclassified Training Program for NPIC

1. PROBLEM: To assess the results of the first running of the unclassified training program for NPIC; to identify the problems encountered; and to make recommendations concerning the future of the program.
2. ASSUMPTIONS:
 - a. That the waiting period between initial recruitment of personnel and final clearance puts the Agency at a disadvantage in recruiting professional employees;
 - b. That a major part of this disadvantage can be eliminated by a carefully designed unclassified training program that will enable the Agency to bring new people on board without waiting for final clearances; and
 - c. That this program can be beneficial to professional employees by giving them some of the training in skills, techniques, and areas of knowledge required in intelligence and not ordinarily possessed by new employees: (1) intelligence writing and briefing; (2) photo interpretation; (3) the use of maps in intelligence; (4) Geography of the USSR; (5) International Relations; and (6) International Communism.
3. FACTS BEARING ON THE PROBLEM:
 - a. On 31 May 1963 the first running of the unclassified three-month training program for NPIC was completed;
 - b. Twenty-eight students participated in the program. Three of them completed the three-month program; thirteen were withdrawn from the program, as clearances were completed, and did not complete the program; two resigned from the Agency during the program; ten were in the program at the end of the three-month period.

GROUP 1 Excluded from Automatic Downgrading and Declassification

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- c. The instruction provided by OTR during the three-month period consisted of the following units: Maps; Photo Interpretation; Geography of the USSR; Photo Techniques; International Communism; Effective Writing; Effective Speaking; Research Techniques; Automatic Data Processing; Orientation; and International Relations. Fifteen instructors were involved in classroom instruction.

4. DISCUSSION:

- a. Among those concerned with the overall execution of the program there is general agreement that the instructional part of the program was well planned, that the course content was well tailored to the needs of the students, and that the quality of the instruction was high.
- b. The program was planned in one-month segments so that new students could enter at the beginning of each month, remain in the program for a period of three months, and complete all segments. Thus, at the end of each month, beginning with the third month of the first running, a group of students would complete the program. Actually only three of the group of thirteen that began the program completed it; the others were withdrawn as their clearances were completed.
- c. The schedule of instruction was so arranged that the first working day of each month was devoted to testing and to briefings on security and personnel matters, and the second working day of each month was devoted to an unclassified orientation to intelligence and the intelligence community. As the program developed, many of the students entered on duty after the second working day of the month and therefore were unprepared to adjust to the training program and to the Agency.
- d. The burden of logistics in giving the program was greater than was anticipated. It took a great amount of time to transport the instructors and the teaching aids and materials back and forth between Headquarters and [redacted]. The instructors had to pack all their materials in boxes, carry them to the southwest entrance, go through security, load the boxes into a car, and then reverse the entire procedure upon arriving at NPIC. The process had to be repeated when the materials were returned to Headquarters. The classrooms at NPIC have not been equipped with some of the basic essentials such as blackboards, easels, and lecterns. There are no laboratory facilities available to students and instructors at NPIC for the course in Photo Techniques.

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- e. The administrative problems that were to be expected in the first running of a course as complicated as this were also greater than was anticipated. Responsibility and authority for student enrollment, student withdrawal, and the provision of course equipment and materials were not fixed. The instructors did all of the course support work themselves, including the preparation of rosters, training request forms, and other details normally handled by a registrar.
- f. Because of the time required to solve problems of logistics and administration, the actual instructional load was much greater than had been planned. In order to meet teaching commitments at Headquarters Building and also maintain the teaching schedules at NPIC, several of the instructors were forced to work evenings and weekends.

5. CONCLUSIONS:

- a. In course planning, course content, and quality of instruction the first running of the three-month unclassified training program for NPIC was successful.
- b. The program served the purpose of providing profitable employment of on-duty time for personnel awaiting final clearances.
- c. Because of late entry of students into the program and withdrawal of students before completion of the three-month training period, the program fell far short of full utilization of the potential -- in terms of both the training available and the manpower expended in planning and instruction.
- d. A lack of clearly defined responsibility for logistical and administrative support hampered the execution of the program.
- e. An unclassified training program for Agency employees awaiting final clearance is sound in concept and practicable in execution.

5. RECOMMENDATIONS:

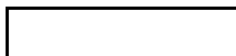
- a. That the NPIC unclassified training program in its present form be discontinued at the end of July 1963.
- b. That there be initiated as soon as practicable, an Agency program of unclassified training, open to NPIC and all other Agency components, to provide training for professional personnel awaiting final clearance.

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- c. That such a program be planned, administered, and conducted, by the Office of Training.
- d. That personnel assigned to the program as students be committed to remain in the program for the full duration of the training period.



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